

The City of Harrisburg

**DEPARTMENT
OF
ADMINISTRATION**

2002 ANNUAL REPORT

Stephen R. Reed
Mayor

Napoleon A. Saunders
Business Administrator

Linda L. Lingle
Deputy Business Administrator

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Deputy Business Administrator

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Office of the Mayor

The City of Harrisburg

City Government Center
10 North Market Square
Harrisburg, PA 17101-1678

Stephen R. Reed

(717) 255-3040

Mayor

FOREWARD

I am pleased to commend to your reading this comprehensive report for the year 2002, one of the most progressive years in the history of the City of Harrisburg since we were first incorporated as a municipality in 1791.

Harrisburg has come a long way from when it was listed in the first half of the 1980s as the second most distressed city in the United States. There remains a great deal more to be done, and this annual report is issued as a means to identify our progress through the activities, projects and operations of the City of Harrisburg. Such a report as this is issued for each department of city government under the Mayor's authority.

Every city employee and each city agency are integral to the success of Harrisburg. The work and achievements of the current era have written a new chapter in the Capital City's and region's history and, for this, every city employee can take pride and credit.

The City of Harrisburg's government is the most diverse municipal government in Central Pennsylvania. Our services and operations range from the traditional large municipal functions related to police, fire, public works, and parks and recreation to the more unique, such as water, sewer, trash collection, solid waste incineration, energy generation, recycling, economic development, areawide data processing systems, contracted sludge processing, codes enforcement and conducting major special events. Intertwined into all these functions are the administrative support functions related to risk management, legal, data processing, personnel, purchasing, billing, debt collection and financial management services. Everyone's role is important and everyone contributes to the overall success and functioning of this city.

This past year has considerably added to the overall positive performance of this government in achieving major public policy goals. For example:

- (1) The Part I crime rate, considered to be the index by which crime is measured in communities, has dropped over 54% since 1981 and the crime rate is now at a 30 year low;
- (2) The fire rate, meaning the number of fires per year, has dropped over 76% since 1982, and is now at its lowest level since citywide records have been kept;

- (3) The number of businesses on the city's taxrolls, counted at 1,908 by the end of 1981, is now 5,976, the highest number ever recorded;
- (4) The taxbase, assessed at \$212 million in 1982, is now over \$1.6 billion, the highest level ever recorded in city history;
- (5) During the period of 1995 through 2002, the City broke the record four times for the amount of new economic development investments, setting new record levels in city history; in the current era, over \$3.1 billion has been invested in Harrisburg, also a new record for any similar time period in city history, even when adjusting for inflation; the year 2002 was our highest year ever, with \$269.7 million in new investment;
- (6) The annual cost of living index consistently lists Harrisburg as being one of the most affordable communities in the midstate in which to own a home;
- (7) The City, in 2002, for the fifteenth consecutive year, won the nation's top national award for financial reporting and accounting and, additionally, for the twelfth consecutive year, won the nation's top national award for budgeting; of over 2,560 municipalities in Pennsylvania, only 2 have attained the same status;
- (8) The City, in 2002, for the fifteenth consecutive year, retained Tree City U.S.A. status, the highest community conservation award in the nation; and recently, City parks and recreation activities and programs garnered over 30 international, national and state awards; the city's Advanced Wastewater Treatment Plant won first place in Pennsylvania in statewide operational, maintenance and safety competition amongst other plants; the Harrisburg History Project, which includes the placement of pedestrian-level placards marking city historic sites, received the Historic Harrisburg Association's Preservation Award; the City's Melrose Gardens Housing Project received the prestigious Bellamy Award from the Pennsylvania Housing and Redevelopment Agencies' Association, their highest recognition;
- (9) The City and region were selected by the state Chamber of Business and Industry as Pennsylvania's Outstanding Community for the year 2002, marking the second time Harrisburg has won the state's most prestigious municipal honor. Harrisburg was also selected as Pennsylvania's Outstanding Community in 1990.
- (10) The City retained National Police Accreditation, the highest recognition for law enforcement in the nation; of over 21,000 police agencies, only 443 have attained the same status;
- (11) The City attained top national and state awards for its transportation infrastructure improvements, its energy conservation efforts, its historic rehabilitation projects and a myriad of other City pursuits, making the City of Harrisburg the most award-winning municipality in Pennsylvania; the city's Vehicle Maintenance Center and its Director received the top international award from the Association of Fleet Administrators for the city's innovative vehicle purchasing program, which cuts vehicle purchase costs by 10% to 15% and has thus far saved the city and its fellow participating municipalities over \$6 million in reduced vehicle purchase costs;
- (12) Harrisburg continued to be one of the leading cities in the country in the creation of alternative energy and revenue sources; thus far, in the current era, the City has generated over 15.3 billion pounds

of steam, co-generated over 903 million kilowatts of electrical energy, saved over 9.6 million cubic yards of landfill space and produced energy equivalent to over 870 million gallons of foreign oil;

(13) The City has fully or partially funded projects that have resulted in new construction or restoration of over 5,000 residential units, in the form of homes and apartments, making Harrisburg the largest residential developer in Central Pennsylvania;

(14) Additional upgrades have occurred in the Harrisburg Parks System, now the largest municipal parks system in the Midstate and the only municipal parks system to play a continuous regional role; the City has invested over \$68 million in parks and playgrounds since 1982;

(15) Attendance figures continue to show Harrisburg as a dynamic center for recreation, arts and entertainment, with over 2.3 million in attendance for the city's various free, regional special events. The Harrisburg Senators again surpassed the quarter million attendance mark with 283,661 fans in 2002, a new annual record, and are now well over the 3.75 million mark in total attendance, and the Harrisburg Heat have drawn more than 1.2 million fans during their tenure at the State Farm Show Complex.

(16) Citywide neighborhood recreational programs attracted their largest annual attendance ever, with 571,688 attendance in 2002, a 5% increase over 2001, and a dramatic 19% increase since 2000;

(17) The City continued in its Class 7 designation under the National Flood Insurance Program; only three other municipalities in the Nation have an identical or better designation; the classification is the result of the City's floodplain management and emergency management programs; Harrisburg is the only municipality in Pennsylvania to be upgraded in its classification, and in Harrisburg's case, was upgraded three times, giving City property owners a 15% reduction in the base premium for flood insurance;

(18) The City's Fire Bureau is one of 27 Federally-designated Urban Search and Rescue teams, one of the groups available for deployment anywhere in the U.S. for a major national disaster; further, the Commonwealth of Pennsylvania contracted the City to serve as administrator of Pennsylvania Task Force One, which involves resources from across and outside the state, to respond to such emergencies; the City of Harrisburg and the state Task Force were the first team deployed to the World Trade Center on September 11, 2001, in response to the worst terrorist attack in United States history;

(19) In conjunction with its operation of Task Force One, the City has constructed a new Special Operations Center that now serves as the headquarters and staging center for the Task Force and other specialized emergency operations.

(20) As a result of the success of the first Task Force, a second Intra-State Task Force, for response solely within Pennsylvania, has been created by the State. Additionally, the Water Rescue Strike Team One, a sophisticated new marine rescue unit capable of handling water-related emergencies anywhere in the State, is now operational. Harrisburg administers both of these recent additions to the Pennsylvania Emergency Management System.

(21) In the area of community services, Harrisburg continues to be the most engaged municipality in the region in matters of affordable housing and sheltering the displaced. As a result of joint effort by the City, County and human service providers, a second major grant—for \$1,088,000—was secured for both short-term shelters as well as intensive homelessness abatement and prevention.

(22) City coordination and support have resulted in over 225 city blocks being adopted under the Adopt-A-Block beautification program, and another two dozen vacant lots are similarly cared for under the Adopt-A-Lot program; 29 citizens have been trained as citizen codes inspectors to assist city Codes Enforcement Officers, and over 200 citizens have now graduated from the city's innovative Citizens Police Academy, the first of its kind in the midstate; more than 100 city blocks and neighborhoods are now covered by neighborhood crime watch groups;

(23) On a daily and continuous basis, City agencies and personnel performed thousands of services and tasks, for which neither recognition nor attention were provided, but all of which served to enhance the quality of life in Harrisburg with benefit to citizens, businesses and visitors.

(24) The Commonwealth of Pennsylvania has committed \$12 million to the planned new city university, Harrisburg Polytechnic Institute, and the Institute's Preparatory School and Business Incubator will soon open in a restored 83,000 sq. ft. former vacant site in the 200 block of Market Street. More than \$9 million in renovations are currently underway in the former YWCA site.

All should know and understand that American cities continue to face major challenges, frequently involving forces and factors over which a local government has no control. Our gains here have been the result of vision, struggle, persistence and arduous effort. The resurgence of Harrisburg in the current era has reversed previous decades of decline but we, too, are subjected to the unique burdens which the Nation and region place solely upon cities. It remains critically important that each of us rededicate ourselves to the furtherance of Harrisburg's best interests as we carry forth our respective roles and duties. The collective and individual efforts of Harrisburg's employees have made history. We owe it to the people we serve to build upon our present day progress by continuing our commitment to a constant, daily effort to be the best at what we have been hired to do for this City.

To the citizens and taxpayers of Harrisburg we dedicate this comprehensive annual report and our full measure of devotion in the days ahead.

A handwritten signature in black ink, reading "Stephen Reed". The signature is stylized with a large, looped "S" and a cursive "Reed".

Stephen R. Reed
Mayor

DEPARTMENT OF ADMINISTRATION

2002 ACCOMPLISHMENTS

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DEPARTMENT OF ADMINISTRATION DEPARTMENT OVERVIEW

The Department of Administration performs the fiscal and central administrative functions of the City. The Business Administrator, who is appointed by the Mayor, heads the Department of Administration and has the authority to oversee the management of all City departments to ensure the proper administration of their operations. The Business Administrator also acts as the City's chief negotiator for all labor union contracts.

The Department of Administration is comprised of two offices and four bureaus: the Mayor's Office for Labor Relations, the Affirmative Action Office and the Bureaus of Financial Management, Data Processing, Human Resources, and Operations and Revenue.

The Department of Administration has two Deputy Business Administrators.

The Director of the Bureau of Data Processing acts in a Deputy Business Administrator capacity to oversee all of the City's information and communication systems. The Bureau of Data Processing is responsible for most computer programming including: implementation of relevant databases; control and monitoring of the City's billing systems; control and monitoring of the payroll process, inventory, accounting, insurance claims management, computer-aided dispatch, parking ticket and meter bag systems. This bureau also produces field reports for all service calls for police and fire and provides technical support and maintenance for the City's mainframe, personal computers and local and wide area networks. This bureau operates the METRO police information system, established and owned by the City, which allows numerous suburban, municipal, and county agencies to tie-in to a common database. The METRO system is one of the few regional police information systems in the Nation.

The Director of the Bureau of Financial Management acts in a Deputy Business Administrator capacity to oversee the fiscal management of the City. The director of this bureau oversees the activities of the Accounting, Budget and Analysis, Purchasing and Insurance and Risk Management offices. Specific activities include the management of all funds; the accounting of all assets; the production of all financial documents; and the administration of Debt Service, General Expenses and Transfers to Other Funds. In addition, this bureau aids in the administration of the City's five pension plans and provides in-depth financial analysis and research to the Mayor and City Council upon request. The Accounting Office manages cash flow and performs accounts payable functions. The Office of Budget and Analysis is responsible for the development, preparation and distribution of the City's annual budget document, as well as the Mid-year Fiscal Report, which illustrates the financial status of all budgeted funds as of June 30 of the current year compared to June 30 of the previous year. The Purchasing Office is responsible for overseeing the procurement of most City materials, supplies and services. This office must assure fair and equitable distribution of City contracts and agreements for capital and non-capital products and services, including the preparation of public bid specifications, advertisement of bids, and awarding of

contracts. The Office of Insurance and Risk Management, created by executive order of the Mayor in 1986, is headed by a Risk Manager, who handles the City's insurance, workers' compensation, and loss control programs. This office, in conjunction with the City Solicitor and the Mayor's Office for Labor Relations, participates in all litigation cases and processes all insurance claims. Additional responsibilities include risk financing and employee health and safety matters.

The Bureau of Human Resources maintains personnel records for all employees, processes all salary increases, and handles the bi-weekly payroll for City employees. The Payroll Office maintains all payroll registers and implements all federal and state deductions and voluntary contributions. This bureau is also responsible for recruiting, testing, screening and hiring applicants, and for the orientation of new employees. The bureau works with the Affirmative Action Officer in recruitment, general policy implementation, and administration of both the Family and Medical Leave Act and the Americans with Disability Act policies. The bureau develops job descriptions for every management and bargaining-unit position, monitors the automatic step progression for all bargaining-unit employees, and manages the internal bid process. Responsibility for effecting merit increases based on performance evaluations lies within this bureau as well. Additionally, the Personnel Officer administers all of the civil service rules and regulations and the recruitment and promotional processes necessary for all civil service positions. Through these systems, all employees are afforded the opportunity for growth and advancement.

The Mayor's Office for Labor Relations is responsible for all benefit and labor-related functions within the City. This office is responsible for the administration of the City's pension and health care plans and for interaction with the City's three union groups: the IAFF Local 428, the FOP Capital City Lodge # 12 and AFSCME Local 521. The director of this office conducts labor/management meetings with each labor group, assists in the preparation of disciplinary action, serves as the City's advocate at grievance hearings and participates in contract negotiations. This office also conducts in-house training for managers on supervisory and disciplinary techniques, and on contract language and administration. This office works closely with all City Department and Bureau Directors, the Affirmative Action Officer and the Bureau of Human Resources.

The Bureau of Operations and Revenue is primarily responsible to bill for utility services and for mercantile and real estate taxes. This bureau manages the City's collection processes, which includes the Water Shut-off program, directs the activities of outside collection agents, and the filing of liens and civil suits to secure debt owed to the City. This bureau is comprised of four units: Billing and Quality Assurance, Collections and Customer Service, Duplication and Office Supply Procurement and Disbursement, and Mercantile Tax Collection. This bureau works closely with the Bureau of Water and the Harrisburg Authority.

The Affirmative Action Officer is responsible for implementing the City's Affirmative Action Policy. The Affirmative Action Policy, established by executive order of the Mayor in 1982, assures equal employment opportunities for all persons. The Affirmative Action Officer oversees recruitment, hiring, compensation, appointments for advancement (including upgrading and promotion), transfers, and terminations of

employment to verify that discrimination because of race, color, religion, national origin, ancestry, place of birth, sex, age, veteran status, non-job related handicap or disability, marital status, general education, or sexual preference/orientation does not occur. The Affirmative Action Officer also evaluates the demographic statistics of the City of Harrisburg to verify that equal employment opportunities are consistent with the relevant labor market, and provides training for management and bargaining-unit employees on equal employment opportunity laws, cultural diversity, the Americans with Disabilities Act and other related subjects.

ORGANIZATIONAL CHART A
DEPARTMENT OF ADMINISTRATION
Reverend Doctor Martin Luther King, Jr. City Government Center
10 North Second Street
Harrisburg, PA 17101

Napoleon A. Saunders
Business Administrator

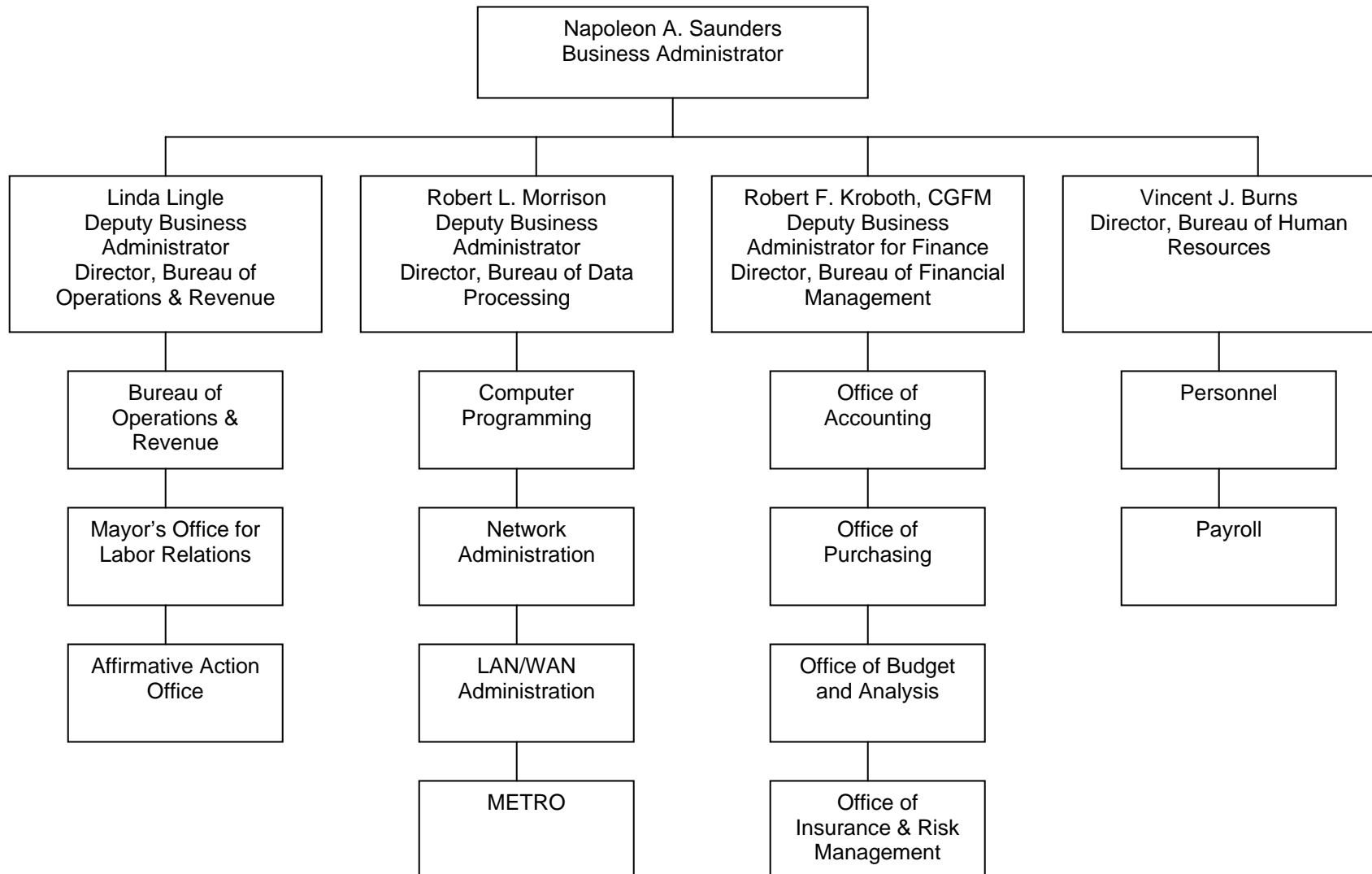
Linda Lingle
Deputy Business
Administrator
Director, Bureau of
Operations & Revenue

Robert L. Morrison
Deputy Business
Administrator
Director, Bureau of Data
Processing

Robert F. Kroboth
Deputy Business
Administrator for Finance
Director, Bureau of Financial
Management

Vincent J. Burns
Director, Bureau of Human
Resources

ORGANIZATIONAL CHART B
DEPARTMENT OF ADMINISTRATION
Reverend Doctor Martin Luther King, Jr. City Government Center
10 North Second Street
Harrisburg, PA 17101



OFFICE OF AFFIRMATIVE ACTION
2002 ACCOMPLISHMENTS

INVESTIGATION OF AA/EEO COMPLAINTS

➤ Total complaints pending (as of 01/01/02):	3
➤ Complaints filed by employees:	20
➤ Complaints closed: (Includes 3 complaints filed in 2001 and closed in 2002)	17
➤ Total complaints pending (as of 12/31/02):	6

ACCOMMODATION REQUESTS (AMERICANS WITH DISABILITIES ACT)

➤ Total requests pending (as of 01/01/02):	2
➤ Accommodation requests filed by employees:	5
➤ Requests processed and closed: (includes 2 requests filed in 2001 and closed in 2002)	7
➤ Total requests pending (as of 12/31/02):	0

ACCOMMODATION REQUESTS (RELIGIOUS)

➤ Total requests pending (as of 01/01/02):	0
➤ Accommodation requests filed by employees:	2
➤ Requests process and closed:	2
➤ Total requests pending (as of 12/31/02):	0

RESIDENTIAL HANDICAP PARKING APPEALS

➤ Appeals filed by City residents:	19
Approvals:	7
Denials:	4
Pending Appeals (as of 12/31/02):	8
➤ Complaints and requests for removal:	5
Removals:	4
Pending removals (as of 12/31/02):	1

ADMINISTRATION OF FAMILY MEDICAL LEAVE

➤ Claims approved:	56
➤ Claims denied:	3
➤ Claims rescinded:	7
➤ Inquiries (information only):	7
➤ Total number of open claims (monthly average)	31
➤ Other Activity: revised FMLA EOB forms to streamline notification process	

RECRUITMENT, HIRING, AND SEPARATIONS

➤ Monthly recruitment mailing: (current list of vacancies sent to over 100 recipients)	12
➤ Affirmative Action Certificate reviews:	49
Approvals:	48
Disapprovals:	0
No decision rendered:	1
➤ Voluntary exit interviews:	7

COORDINATION OF DOMESTIC PARTNER BENEFIT PROGRAM

(AAO took on this function in August 2002)

➤ Inquiries:	3
➤ Applications received:	4
➤ Applications approved:	3
➤ Applications denied:	0

COLLABORATION WITH LABOR RELATIONS AND HUMAN RESOURCES

➤ AFSCME Labor Management meetings:	1
➤ Loudermill hearings:	14
➤ Civil Service Commission Meetings: (Fire/Police/Codes)	6

- Other meetings (personnel matters): 14

EQUAL OPPORTUNITY REPORTS/COMPLIANCE REVIEWS

- Reports filed: 2
 - PA Dept. of Community and Economic Development - 2//27/02
 - PA Dept. of Health - 04/09/02)
- Total reports pending (as of 12/31/02): 0

EQUAL OPPORTUNITY POLICY DEVELOPMENT

- Non-Discrimination and Anti-Harassment Policy effective dates:
 - AFSCME and Management employees - 02/01/02
 - FOP and IAFF employees - 09/01/02
- Equal Employment Opportunity Certificate Review - created new documents to utilize in the interview and selection process.

EMPLOYEE TRAINING

- Training sessions completed: 11
 - "Working Together With Respect: - mandatory for management employees held in January and February to introduce the City's Non-Discrimination and Anti-Harassment Policy.
- Training sessions pending (as of 12/31/02): 0

EQUAL EMPLOYMENT OPPORTUNITY PLAN (EEOP)

SYNOPSIS: In 2002, the City hired 61 full-time employees as compared to 39 hires in 2000. White males comprised 51% of the hires, as compared to 49% in 2000. Black males comprised 16% of the hires, as compared to 13% in 2000. Hispanic males comprised 5% of the hires, as compared to 8% in 2000. White females comprised 20% of the hires, as compared to 23% In 2000. Black females comprised 7% of the hires, as compared to 5% in 2000. Hispanic females comprised 2% of the hires, as compared to 0% in 2000. Other females and males comprised 0% of the hires in both 2002 and 2000. In 2002, the City employed 737 full-time employees. Of the 737 employees, 561 employees were male (76%) and 176 employees were female (24%). Of the 737 employees, 509 (69%) were white persons and 228 (31%) were minority persons (black, Hispanic, and other). Under federal law (28 C.F.R. § 42.301 *et seq.*), equal employment opportunity programs focus on practices affecting minority persons and women. The term minority includes persons who are Black, not of Hispanic origin; Asian or Pacific Islanders; American Indians or Alaskan Native; or Hispanics. The category titled "Other" reflects data for those persons who identified as Asian or Pacific Islanders, American Indians, or Alaskan Native. The 2002 EEOP is available for review at the Affirmative Action Office.

MAYOR'S OFFICE FOR LABOR RELATIONS
2002 ACCOMPLISHMENTS

In 2002, the Mayor's Office For Labor Relations:

- Conducted 5 Labor Management meetings with American Federation of State, County, and Municipal Employees (AFSCME) Local #521.
- Conducted 3 Labor Management meetings with the International Association of Firefighters (IAFF) Local #428.
- Conducted 10 Labor Management meetings with the Fraternal Order of Police (FOP) Capital City Lodge #12.
- Processed 29 AFSCME grievances.
- Processed 10 IAFF grievances.
- Processed 4 FOP grievances.
- Successfully concluded contract negotiations with AFSCME and the IAFF.
- Through negotiations with the IAFF, obtained a residency requirement for new hires in the Bureau of Fire.
- Processed 277 health insurance applications and changes, 187 prescription drug applications and changes, 38 pension benefit applications, 81 life insurance policy applications, and 28 major medical reimbursements.
- Issued 131 health insurance ID cards, 190 prescription drug cards, 8 dental cards, and 94 vision insurance cards.
- Conducted extensive meetings with health care providers and Union officials to select new providers, and successfully transitions from Blue Cross/Blue Shield to Blue Shield.
- Conducted 12 Loudermill Hearings.
- Conducted 2 CDL Hearings.
- Drafted 111 Disciplines for City Managers.
- Negotiated an agreement with Delaware Valley Health Care Coalition to reduce prescription drug costs city-wide.
- Audited and adjusted all City retiree's health care rates with an obligation to pay some or all of their health care costs.
- Negotiated new prescription drug provider with uniformed groups to achieve additional cost savings for prescription drugs.

BUREAU OF FINANCIAL MANAGEMENT
2002 ACCOMPLISHMENTS

Accounting and Financial Reporting

1. Obtained the prestigious Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the City's Comprehensive Annual Financial Report (CAFR) for the year ending December 31, 2001. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment for the fifteenth consecutive year represents a significant accomplishment by this government.
2. Played a significant role in successfully affirming a credit rating of "Baa" by Moody's Investors Service, and "A" by Standard & Poor's, and an "A-" by Fitch Investors Services.
3. The City's Single Audit Report for the year ended December 31, 2000, and related City Responses and Plans for Corrective Action were accepted and approved by the U.S. Department of Housing and Urban Development (HUD) and the Commonwealth of Pennsylvania (PA). This annual report prepared by accounting staff and audited by McKonly & Asbury LLP, CPAs, accounted for all federal and state grant programs in excess of \$300,000 and further reported on the effectiveness of internal controls and compliance with all appropriate laws and regulations. The City received unqualified (clean) opinions from the auditors on every aspect of the report. Additionally, the 2001 Single Audit Report and related City Responses and Plans for Corrective Action were submitted to HUD and PA in a complete and timely manner with no reportable conditions or findings of either questionable or ineligible costs, resulting in clean auditor opinions again for 2001.
4. Accounting staff assisted with preparation of the Introductory and Statistical Sections of the 2001 CAFR, and provided support to the Budget Office with regard to its submission of the 2002 Budget for consideration of GFOA's Distinguished Budget Presentation Award.
5. Filed the annual Form 1096 with the Internal Revenue Service by the stipulated January 31, 2002, deadline. This "Annual Summary and Transmittal of U.S. Information Returns" reports the amounts the City has paid to vendors that meet the federal requirements. Additionally, the Accounting Office worked in conjunction with other departments throughout the year to establish an accurate vendor file and collect the required documentation from each City vendor to facilitate a timely reporting to the Internal Revenue Service.
6. Staff of the Accounting Office supported the Department of Public Works in preparing and filing the 2001 Annual State Liquid Fuels Report. Again, the report was prepared and delivered on time, with no variances and the resultant annual subsidy was received on time in April 2002.

7. Assisted the City Treasurer's Office in reconciling cash accounts, setting up new accounts, and posting various cash transactions relative to new bond issues and other funding sources.
8. Coordinated disbursements for various agencies utilizing Hotel Tax Proceeds and other funding sources.
9. Assisted the Budget Office in gathering supporting data on capital projects for various questionnaires and research surveys throughout 2002, as well as the Capital Improvement Plan section of the Final 2002 Budget document. Prepared the 2001 PURTA Realty Tax reports for the Department of Revenue that were due in April.
10. Administered the proceeds from EPIII, Bill Nos. 18, 20 and 44 of 1995, Resolution No. 1-1997, PNC Caps and 1997 G.O. Series "F", Harrisburg Redevelopment Authority Series A and B of 1998, as well as 1996 Flood FEMA reimbursements. This included approving requisitions/purchase orders and generating monthly reports in a timely manner. Nine funding sources are included in the Capital Projects Fund and provide cash inflows to fund major capital purchases and improvements. Provided schedules to assist the City Engineer in planning for street repaving projects and alleyway resurfacing shortages for the Department of Public Works.
11. The Accounting Office led the project to evaluate and purchase a new accounting software package from Pentamation, Inc. of Bethlehem, PA. The package was purchased in September 1998 and implemented in January 1999. The Accounting Office worked closely with the Purchasing and Budget Offices to provide additional training to all City departments in using the system and continued to train on the upgraded system in 2002. Modifications and enhancements to the financial management system included linking the many cash accounts the City utilizes to their corresponding budget units to assist the City Treasurer's Office in the reconciliation of cash accounts. Additionally, significant modifications to the fixed asset module of the financial management system were begun.
12. Continued to closely monitor the cash flow needs of The Harrisburg Authority (THA) and the City for the Resource Recovery Fund. Initiated periodic meetings with THA and Resource Recovery staff in order to maintain cash flows for the proper reduction of accounts payable at the Resource Recovery facility. The Accounting Manager reviews payables for this and all City funds on a bi-weekly basis.
13. Assisted the Fiscal Officer with reconciliation and preparation of the 2001 GPR Report to the Department of Housing and Urban Development (HUD) and the Schedule of Expenditure of Federal Awards.

14. Processed approximately 51,425 accounts payable records, 9,219 warrants (checks), and 705 journal entries on 28,194 accounts.

Budget and Analysis

1. The most significant accomplishment of the Office of Budget and Analysis in 2002 was receipt of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada for the City's 2002 Budget Document. This award is the highest form of recognition in governmental budgeting and was achieved by the City for the twelfth consecutive year.
2. Receipt of the Distinguished Budget Presentation Award was the result of work which began in August 2001, and continued through April 2002. Although budget figures and summary tables were prepared in 2001 with the submission of the Mayor's 2002 Proposed Budget to City Council, much supplemental information and additional enhancements for the 2002 Final Budget were added between January and April 2002. These additions included: the Mayor's budget transmittal letter, 2002 Policy and Program Initiatives section, Expenditure Detail by Fund Analysis, Undesignated Fund Balance Analysis, expansion of the Debt Service Fund section, Community Profile section, and Budget and Tax Levy ordinances.
3. Due to the tragic events that occurred on and after September 11, 2001, the Budget/Management Analyst was deployed for active duty in the U.S. Army on October 18, 2001. Efforts to hire a replacement Budget/Management Analyst began in September 2001, but because of the immense workload associated with preparing the 2002 Proposed Budget Document and the 2001 year-end processes, these efforts were delayed until March 2002. The position was filled in June 2002.
4. In April 2002, the Deputy Finance Director resigned from the City. Due to the vacancy in the Bureau, the Office of Budget and Finance took over budgetary and financial control of the Capital Projects Fund, as well as several State and Federal grant accounts that were once the responsibility of the Deputy Director.
5. The Office of Budget and Analysis played an integral part in the continued implementation and enhancement of the Pentamotion Financial Management System. The Budget Manager was a member of the implementation team. This implementation team conducted meetings to discuss the current position and what had to be done for complete implementation of any enhancements. Extensive research and work was done by the Office of Budget and Analysis to determine such things as modifications that needed to be made, the activation of new budget units and account codes needed, year-end procedures, and troubleshooting for purchasing and accounting issues as they arose. Assistance was given to the Offices of Purchasing and Accounting to answer user questions.
6. Work on the Mayor's 2003 Proposed Budget began in August 2002. The budget process began with Office of Budget and Analysis staff preparing and distributing

budget preparation packages for completion by all department directors and office heads. Personnel costs were calculated by the Office of Budget and Analysis based on contractual salary increases for bargaining-unit employees, merit increases for management employees, projected fringe benefits costs, and on direction by the Mayor. Many revenue estimates were also calculated by this Office, while all revenue estimates provided to this Office were reviewed for reasonableness. All budgetary data was then compiled into Excel spreadsheets. Meetings were held between the Mayor and certain Bureau of Financial Management staff wherein the Mayor provided the necessary direction which resulted in the Mayor's 2003 Proposed Budget. The Mayor's 2003 Proposed Budget was presented to City Council on November 26, 2002. City Council held public meetings to review the Mayor's 2003 Proposed Budget; and on December 31, 2002, City Council passed an amended version of the original proposal.

7. Beginning in June 2002, an extensive amount of work was done to convert all Mid-Year Report worksheets and document pages, as well as budget preparation pages from Word Perfect, Word, and Lotus 1-2-3 into Excel. This conversion process was done to make the worksheets easier to update, and to consolidate the number of files to make them much more manageable. It will also make the files easier to load onto the City's new website. The conversion process was completed in March 2003.
8. The Office of Budget and Analysis researched information and gathered supporting data used in the development of the Finance Director's transmittal letter for the 2001 Comprehensive Annual Financial Report (CAFR). This Office was also responsible for preparation of the reconciliation of Original Budget to Adjusted Budget.
9. The Office of Budget and Analysis performed analytical work required in conjunction with the 2001 contract negotiations between the City and the International Association of Firefighters (IAFF) Local Union No. 428 and the American Federation of State, County, and Municipal Employees (AFSCME) Local 521. Many scenarios were developed to determine the overall cost of increases in economic items such as wages, shift differential pay, longevity pay, and other fringe benefits. This effort began in June 2001 and continued into March 2002. The IAFF contract was ratified on February 12, 2002. The AFSCME contract was ratified on April 16, 2002.
10. The Office of Budget and Analysis was part of a subcommittee that satisfied audit concerns regarding the City's self-insured status for healthcare benefits by addressing composite and component rates, status of receivables, and programming hours. The subcommittee also developed mechanisms to pay providers and charge the cost of benefits to all bureaus/offices.
11. Work continued on the Bureau of Financial Management's Resource Center. This center contains a comprehensive array of reference materials and manuals that can be used by any employee within City Government. All of these reference materials

will be cataloged in a system that will allow them to be located easily within the Center and records will be kept of who borrowed them, to ensure proper return.

12. Extensive analyses were conducted by the Office of Budget and Analysis in the last quarter of 2002 related to year-end reconciliation and 2003 Budget preparation. Gap analyses were prepared for the 2002 Budget Reallocation Plan, 2002 year-end reports, and 2003 Proposed Budget.
13. The Office of Budget and Analysis received and completed requests from other governmental and non-governmental agencies for various reports, questionnaires, and research surveys throughout 2002.

Other pertinent reports/questionnaires/surveys prepared during 2002 include:

- Final 2001 Payroll figures for the Excess Workers' Compensation Policy Audit
- 2002 Approved Budget Payroll Figures and Number of Employees for the City's self-insured workers' compensation program
- Commonwealth of Pennsylvania, Department of Community and Economic Development, Bureau of Local Government Services, Statement of Taxes Levied
- Pennsylvania Economy League, Municipal Tax Rates
- U.S. Department of Commerce, Bureau of the Census, Quarterly Survey of Property Tax Collections
- National League of Cities 2002 Fiscal Conditions Survey
- U.S. Department of Commerce, Bureau of the Census, Annual Survey of Government Employment
- Commonwealth of Pennsylvania, Department of Labor & Industry, Center for Workforce Information and Analysis, Occupational Employment Statistics (OES) Wage Survey
- International City/County Management Association, 2002 Police and Fire Personnel, Salaries, and Expenditures

These reports/questionnaires/surveys involved a great amount of research and analysis by the Budget staff. In addition, the Budget staff responded to telephone inquiries from governmental and non-governmental agencies in 2002.

Insurance and Risk Management

The Office of Insurance and Risk Management (OI&RM) is charged with providing the traditional risk management functions associated with the City's operations. These

functional areas include risk financing, claims management, risk management, and risk transfer. The OI&RM continues to receive State and National recognition for its progressive approach to risk management.

1. Risk Financing

The traditional approach to risk transfer is through the purchase of insurance. The City purchases insurance to cover all of its exposures with the exception of workers' compensation and employee health benefits. The employee health benefit program is administered by the Mayor's Office for Labor Relations. These two important elements of the City's operation are self-funded. The workers' compensation self-funded program resulted in an approximate cost saving of \$1,512,265. This cost savings is derived from calculating traditional insurance premium costs and comparing these costs to the City's actual experience.

The City also experienced an actual net cost savings of \$142,494, as a result of medical bill repricing for its workers' compensation program. This savings was accomplished by submitting all workers' compensation medical bills for review by a competent medical service analyst. This resulted in an approximate 34% savings for the City.

The Commonwealth of Pennsylvania's Department of Labor & Industry reviews each self-insured's workers' compensation performance during the year. A determination is made as to the City of Harrisburg's outstanding liability for all claims reported at year-end. As of December 31, 2002, the estimated liability was \$2,634,329. The estimate for the period ending December 31, 2001, was \$2,230,988. Although there was an increase of \$303,988 during 2002, since 1999 the City has experienced a \$1,331,569 reduction of outstanding liability as calculated by the Pennsylvania Department of Labor.

The OI&RM exerted an exceptional effort in compiling the information for the renewal application required by each of the lines of insurance coverage. The OI&RM compiled the information for the renewals and coordinated a market solicitation conducted by the City's insurance broker. As part of this information transmittal, we assured the vehicle and property lists were updated and accurate. This effort resulted in competitive quotes being submitted to the City. All insurance renewals and new insurance packages were obtained during a very hard insurance market. Although substantial premium increases occurred, the City continues to have insurance protection for all necessary lines of municipal coverage.

2. Loss Control/Prevention

Loss control/prevention programs are designed to educate employees and manage the work environment in an effort to minimize the City's exposure to

loss. The major loss control programs managed by the OI&RM during 2002 were as follows:

- a. Conducted a City-wide hazard survey to identify potential hazards that could cause injuries. All operating facilities of the City were inspected, written reports were distributed and the affected departments developed abatement plans.
- b. Conducted 47 safety training classes covering the following subject areas:
 - Respiratory Protection
 - Back Injury Prevention
 - Slip, Trip & Fall
 - Lockout/Tagout, Electrical Safety
 - Trenching/Excavation
 - Confined Space
 - Hazard Communication Program
 - General Safety for Managers, Supervisors, and Employees
 - Ergonomics
 - CPR/First Aid
 - Fire Extinguisher Use

A total of 695 employees received job-related safety or health-related training. The average class size was thirteen employees.

- c. This Office promoted compliance with our auto and general liability insurance carrier's loss control program by presenting two Defensive Driving classes for new City employees. Additional loss control programs included:
 - Security and Inspection of Vacant Buildings
 - Self-Inspection Program (Fire & Safety Hazards)
 - Self-Inspection Program (Road Surfaces)
 - Training for Elected Officials
 - Employment Practices
- d. Accident and Illness Prevention Program monitoring for compliance. The emphasis of this program is the prevention of incidents where an employee may become injured. A significant emphasis is placed on monitoring the Health and Safety Committee operations to assure dangerous and unsafe working conditions are identified and rectified through a cooperative effort between supervisors and employee representatives.

3. Claims Management

The OI&RM is responsible for claims management within the scope of the City's operations. These activities include the reporting of all incidents that will

generate a claim against the City. These incidents require investigation, monitoring, and notification to the appropriate insurance company or, in the instance of self-insurance, the third party claims administrator. It is extremely important that all of the claims adjusters have complete and accurate information. It is with this information that decisions are made regarding the economic value of claims filed against the City.

The following are the types and frequency of claims managed by the OI&RM:

	<u>2002</u>	<u>2001</u>	<u>2000</u>	<u>1999</u>	<u>1998</u>
Automobile Liability	77	84	97	99	70
General Liability	40	32	34	68	58
Property	3	5	2	5	6
Work Related Injuries	295*	267**	328***	334	386

* During 2002 there were 100 incidents reported as precautionary only.

** During 2001 there were 86 incidents reported as precautionary only.

*** During 2000 there were 100 precautionary incidents, with no costs incurred.

There were 53 incidents during 2002 that were under the City's deductible for insurance coverage with resultant damage to City owned property. During 2001 there were 63 incidents, and during 2000 there were 62 similar incidents.

There were five incidents that the OI&RM was able to subrogate against other parties. This process of billing and collection activity resulted in the recovery of \$11,422.42.

The OI&RM was actively involved in the management of Workers' Compensation and Heart and Lung claims. Managing these claims was the singular most complicated activity of this office. The Heart and Lung program is a statutory, required benefit for the City's police officers and firefighters. It provides supplemental benefits for those uniformed employees injured in the line of duty and as a result of their work.

The OI&RM was responsible for the compilation of the application, submission, and award of self-insurance status by the Commonwealth of Pennsylvania's Bureau of Workers' Compensation. This self-insurance status permits the City to self-fund its workers' compensation program. In 2002, the OI&RM achieved an estimated cost saving of \$1,512,265 by managing a self-funded program. Calculating the estimated cost of conventional insurance and deducting the City's actual experience achieved this value.

The OI&RM monitored the City of Harrisburg's Accident and Illness Prevention Program. Extensive effort is required to make certain this health and safety program is in compliance with the guidelines published by the Commonwealth of Pennsylvania's Bureau of Workers' Compensation.

The OI&RM continues to monitor the designated physicians list in an effort to provide an optimal number of medical care providers for the treatment of City employees who sustain a work-related injury. A significant element of this program is making arrangements with the physicians in accordance with the Commonwealth's statutory requirements. Our designated physicians list reflects improvements in the availability of treatment, impacted the reduction of some costs for the delivery of services, and has been accepted as an improvement by employees and their respective collective bargaining units.

4. Risk Management

The OI&RM was responsible for providing the City's auditors, rating agencies, and other interested parties with insurance-related statistical information. This information contributed to the City's positive recognition by financial and other professional organizations. Staff members of the OI&RM participated in the negotiations of the Fire and AFSCME labor contracts during this reporting period.

This office also rendered professional risk management services to the Harrisburg Civic Baseball Club (Harrisburg Senators), Harrisburg City Island Catering, The Harrisburg Authority, The National Civil War Museum, and the Harrisburg Redevelopment Authority. These civic organizations requested and received assistance regarding many diverse insurance-related concerns.

5. Risk Transfer

The OI&RM reviewed and made recommendations regarding the insurance requirements for the indemnification of the City as it related to the many contracts awarded by the City to its many vendors and contractors. All City departments were provided some assistance as they developed Requests For Proposals concerning the award of contracts to independent contractors during 2002.

Pension Administration

Fulfilled all contribution and reporting requirements mandated under the Municipal Pension Plan Funding Standard and Recovery Act 205 of 1984 (as amended by Act 189-1990), in a timely manner. Subsequently, the City was determined to be in compliance with the applicable mandatory provisions of the Act 205 Recovery Program and therefore eligible to continue to participate in Distressed Level III of the Recovery Program. Because of this, the City received \$2,054,945 in State aid for its pension plans in September of 2002.

Purchasing Office

The Office of Purchasing functions as a part of the Bureau of Financial Management within the Department of Administration. The procurement arm of any organization or governmental body is responsible for a myriad of tasks, some of which are listed herein.

- Provides for the timely purchase of goods and services.
- Provides assistance in the creation of specifications.
- Develops the appropriate timetable for each public bid project and issues bid packages to prospective contractors.
- Establishes and maintains a current and valid network of vendors with the appropriate cross-reference to the commodity listing.
- Meets with sales people interested in doing business with the City of Harrisburg.
- Researches potential state contracts through State Department of General Services Internet Website.
- Responds to various bid net service surveys regarding public bid project status and award information.
- Responds to government agencies and vehicle dealers of the PA Capital City Automotive and Equipment Contract (PACC).
- Interacts with purchasing professionals from other governmental agencies to discuss policy and procedure issues.
- Responds to questions regarding the purchasing system posed by auditors engaged in various aspects of auditing for the Comprehensive Annual Financial Report, State Liquid Fuels Audit, and various grant audits.
- Negotiates disputes between City agencies and vendors.
- Maintains City-wide pager inventory.

The Purchasing Office, in the performance of one of its most basic and routine functions, processed over 1,600 purchase requisitions. Each requisition must be reviewed for accuracy and completeness as well as for adherence to prescribed purchasing policy before it can be approved and made into an actual purchase order. The review process is normally rather painless due to the caliber of the individuals entering the information into the system. However, there are always exceptions to the rule and it is those times that a much more involved and time-consuming series of dialogues must be established to ensure the purchase is correct and City policy is maintained.

The area of governmental or public purchasing that requires the most involvement on the part of the purchasing professional is the public bid process. The Purchasing Office becomes the lead agency in circulating the appropriate specifications for the necessary review and approval, placing the advertisement announcing the bid, sending out the bid

packages to prospective bidders, and receiving the bids. Once the bids are opened, the appropriate City agency makes an award recommendation to the Purchasing Office who then completes the contract process. During the course of the year over 30 public bid projects were processed. Some of these projects involved multiple department reviews and approvals while others involved contract awards to multiple vendors, and several involved both scenarios. In a few cases the initial bids were rejected causing the bid process to be duplicated. While this is all a part of the normal purchasing function, as more individuals become involved in the process, Purchasing staff must be more diligent in their efforts to ensure that the promulgated policies are being followed. This attention to detail not only makes the audit trail easier to follow, it also makes any subsequent review of former bid packages easier to decipher.

In November 2002, the City of Harrisburg became a member of the U.S. Communities Government Purchasing Alliance, which is a non-profit agency that assists public entities in reducing the cost of purchased goods through pooling the purchasing power of public agencies nationwide.

BUREAU OF DATA PROCESSING
2002 ACCOMPLISHMENTS

1. Developed cloning capabilities which allow us to duplicate software and operating systems on multiple PCs at one time.
2. Installed over 60 new personal computers.
3. Answered over 1,500 service calls for personal computer problems
4. Expanded the Local Area and Wide Area Networks with upgraded diagrams, installed new layer 3 switch and closet switch upgrades.
5. Developed the City's web site within a six month time frame, with extensive portions being brought on line immediately for all agencies of City government.
6. Worked extensively on wireless network implementations.
7. Fiber cable fully installed in City Government Center and Public Safety Center. Two City employees are now Fiber certified.
8. Over 900 devices are now connected to the Data Processing Center; such are supported by three people.
9. Switched over all server storage to a centralized Shark disk storage device where storage is shared by the mainframe, which allowed Data Processing to double its storage space.
10. PC Specialists began training to obtain A+ Certification.
11. Over 200,000 images were placed on microfilm.
12. Treasury Balance and Treasury Daily Reports were programmed to print directly in the Treasurer's Office. The Reports are now run directly under their control when the work process is ready.
13. A new document system was brought up which enables the user to find documents by names and date ranges working together.
14. An email process was implemented to pay taxes.
15. The Health System was revised and streamlined based upon City Ordinance changes.
16. A new utility system was designed and implemented for the Bureau of Operations and Revenue.

17. The payroll system was upgraded for Windows 2000 compliance.
18. Police ten printer and photo machine were upgraded to connect via our internal network.
19. Went from five to two telephone lines for state agency connection, which saved the City \$8,500 per year. The ten printer and photograph machine were put on the same line as the CLEAN system.
20. Took on maintenance responsibilities for seventy-five CLEAN system terminals for METRO.
21. 1,000 foot drug code was put on the METRO system for better prosecution of drug dealers.
22. Major contacts for Police/Fire Communications Center were put on line. Over 100 agencies like ATF and FBI are on the system.
23. Implemented program changes to allow Electronic Subpoenas to go to officers daily from District Justices and Dauphin County Court.
24. Dispatch system now has a function code on screen to identify the calls at a given address for officer safety.
25. Police Dispatch system was programmed to identify zip codes assigned to each City address.
26. Programmed the Police Dispatch name screen to allow officers to reference other incident numbers so s/he can automatically go to other calls at the same address.
27. Police Dispatch was programmed to allow calls to be automatically reassigned to another officer for later follow-up.
28. Stolen vehicles, parking tickets, and booting blends were incorporated into hand-held computers. Boot receipts go directly to Treasury system to be paid.
29. Developed new police CRASH accident system for reportable accidents.
30. Improved search for open police reports.
31. The arrest entering process was upgraded to print juvenile criminal history along with adult criminal histories for District Justices to review.

BUREAU OF HUMAN RESOURCES 2002 ACCOMPLISHMENTS

The Bureau of Human Resources is composed of two divisions: the Human Resources Division and the Payroll Division. The Human Resources Division oversees and administers a wide range of centralized personnel services for City Government including, but not limited to, recruitment and placement, promotional testing, leave benefits management, and drug and alcohol testing. The Payroll Division ensures timely and accurate salary payments and appropriate deductions for employees of City Government. The Director of Human Resources manages both divisions of the Bureau.

I. HUMAN RESOURCES

A) GENERAL OVERVIEW

Following is an overview of the services provided to City government employees and the general public during 2002.

Recruitment and Placement – As non-civil service positions became available throughout City government, the Human Resources Division worked toward filling the available positions in several ways. The internal bidding process was used to fill non-uniformed bargaining-unit positions. Management positions and those positions which were not filled through the internal bidding process were open to the public via the application process. The Human Resources Division was responsible for advertising and posting vacancy notices, accepting completed applications, and distributing suitable applications to the appropriate Department or Bureau Directors for review and consideration. Available civil service positions were filled in accordance with the requirements set forth by the Third Class City Code, Optional Charter, and the applicable Harrisburg Civil Service Commission Rules and Regulations.

Outreach - As a part of the City's recruitment effort to fill full-time non-uniformed management, bargaining-unit, and part-time seasonal positions, the Human Resources Division sent job notices to colleges, job centers, inter-denominational groups, community leaders, community groups, and other non-profit and for-profit agencies. In addition, the Human Resources Division advertised available positions in local and regional newspapers, trade journals, government publications, and on the internet and City's website. This extensive effort enabled the City to reach a diverse population of potential candidates.

Promotional Examinations - The Human Resources Division administered promotional examinations for uniformed employees in the Bureau of Police to establish civil service lists for the promotion of existing officers to the ranks of Corporal, Sergeant, and Lieutenant.

Random Drug Testing - The Human Resources Division assumed responsibility for administering the City's Random Drug and Alcohol Testing Program covering all employees whose positions require commercial driver's licenses.

Training - The Human Resources Division provided supervisory training on recognizing the signs and effects of drugs and alcohol abuse in accordance with the Federal Motor Carrier Safety Administration Regulations.

Labor Relations - The Human Resources Division participated in labor/management meetings and labor contract negotiations between the City and Local 521 of the American Federation of State, County, and Municipal Employees, District Council 90. The Human Resources Division also participated in labor contract negotiations between the City and Local 428 of the International Association of Fire Fighters.

Affirmative Action/Equal Employment Opportunity - The Human Resources Division worked closely with the City's Affirmative Action Officer to implement the City's Affirmative Action Plan during the hiring and placement processes. This coordination supported the City's efforts to provide equal employment opportunities and satisfy affirmative action goals.

B) PLACEMENT, RECRUITMENT AND PROMOTIONAL EXAMINATIONS

1) Placement

- a) As the result of recruitment activities, the Human Resources Division received 1,635 applications for employment. The following is a breakdown by position classification of new employees processed during 2002:

Elected Officials	3
Management	19
Bargaining Unit (includes 3 civil service)	26
Police Bureau (civil service)	15
Fire Bureau (civil service)	0
Temporary	<u>140</u>
Total	203

- b) In addition, the Human Resources Division processed 197 separations of employment during 2002. The following is a breakdown by position classification of employment separations during 2002:

Elected Officials	3
Management	11
Bargaining Unit (includes 2 civil service)	26
Police Bureau (civil service)	6
Fire Bureau (civil service)	2
Temporary	<u>149</u>
Total	197

2) Police Promotional Examinations

The Human Resources Division administered the Police Promotional Examinations for the ranks of Corporal, Sergeant, and Lieutenant on September 19, 2002. Effective October 29, 2002, the promotional lists for the ranks of Corporal, Sergeant, and Lieutenant were certified by the Harrisburg Police Civil Service Commission.

C) SERVICES

The Human Resources Division also provided assistance to managers and supervisors in the administration and enforcement of certain policies, including, but not limited to, the City's Family and Medical Leave Policy, American's with Disabilities Act Policy, and Alcohol Misuse and Anti-Drug Program Policy.

E) TRANSACTIONS

The Human Resources Division maintained the official personnel files for all City employees. The Human Resources Division also maintained and updated the leave records for all full-time employees, and maintained and updated the disciplinary reports for all police and fire employees. In addition, the Human Resources Division processed 1,830 Payroll Action Forms in 2002.

II. PAYROLL

The Payroll division ensured that all City employees were paid and that all applicable deductions were taken for taxes, pension plan contributions, court orders, deferred compensation plan contributions, and other accounts payable for employees' voluntary deductions. The Payroll Division continued to utilize the computerized timesheet application that was written by the City's Bureau of Data Processing and payroll software from Automated Data Processing, (ADP), a worldwide provider of payroll processing services. In addition to accurate bi-weekly payroll processing, the Payroll Division was responsible for the timely transmittal/impoundment of all funds related to mandatory and voluntary payroll deductions and distribution of annual W-2's in accordance with the law.

BUREAU OF OPERATIONS AND REVENUE 2002 ACCOMPLISHMENTS

In 2002, the Bureau of Operations and Revenue, in conjunction with the City's outside collection agency, collected \$25,732,952.63 in refuse, disposal, water, sewer, sewer maintenance, and fireline payments, which is \$299,428.24 more than was collected in 2001. Of this amount:

- \$5,100,598.89 in sewer charges was collected from the outside municipalities, which is \$13,553.45 more than was collected in 2001;
- \$289,188.00 in fireline charges was collected, which is \$41,401.00 more than was collected in 2001;
- \$2,192,161.48 was collected through the water shutoff program;
- \$2,211,400.17 was collected from large-volume accounts billed manually; and
- \$1,501,062.00 was collected from Susquehanna Township accounts.

On other fronts, the Bureau of Operations and Revenue:

- Targeted 5,117 accounts for the Water Shutoff program, which is 2,001 accounts more than were targeted in 2001;
- Terminated water service at 495 residential and 39 commercial properties;
- Processed 2,545 settlement sheet requests; and
- Processed 842 delinquency inquiries for the Harrisburg Housing Authority on Section 8 properties.

The Tax and Enforcement Office collected \$2,839,608.56. In addition, the Tax and Enforcement Office:

- Received \$70,532.44 from the Harrisburg School District for the collection of their Business Privilege and Amusement Taxes;
- Issued 742 dog licenses generating \$9,705.00 in revenue, this is 59 more licenses and \$991.00 more in revenue than was collected in 2001;
- Issued 588 new Mercantile and Business Privilege Licenses, generating revenue totaling \$23,520.00, this is 102 more licenses and \$4,080.00 more in revenue than was collected in 2001;
- Connected 16 new burglar/fire alarms to the Police Communications Center and collected \$72,128.00 in burglar/fire alarm revenue, and
- Issued 560 prior-year licenses, generating revenue totaling \$8,800.00. This is 368 more licenses and \$1,120.00 more in revenue than was collected in 2001.

The Civil Litigation Unit collected \$253,624.39 in payments on City-held liens, and filed 356 new utility liens to protect the City's interests. In addition:

- 41 liens and civil suits were filed to secure the City's cost of demolition on vacant and blighted structures; and
- 236 liens were filed to secure the City's interest on accounts protected by bankruptcy and \$79,566.79 in bankruptcy payments was collected.

The Bureau's division of Central Support:

- Processed 482,217 pieces of mail and,
- Produced 1,683,132 copies in the Duplication Center.

PERSONNEL ROSTER
DEPARTMENT OF ADMINISTRATION

Office of the Director

Napoleon A. Saunders, Business Administrator (10/28/85)
Linda L. Lingle, Deputy Business Administrator (09/25/89)
Robert L. Morrison, Deputy Business Administrator (05/05/80)
Robert F. Kroboth, Deputy Business Administrator for Finance (11/08/82)
Lisa M. Holland, Confidential Secretary (01/20/98)

Office of Affirmative Action

Joy A. Verner, Affirmative Action Officer (12/18/00)

Mayor's Office for Labor Relations

Linda Lingle, Deputy Business Administrator, (09/25/89)
Jane Vonlong McCraw, Labor Relations Officer (01/01/02 – 08/04/02)
Jane Vonlong McCraw, Director (08/05/02)
Joan Humes, Benefits Coordinator (01/01/02 – 07/22/02)
James Harper, Labor Relations Assistant (01/01/02 – 02/22/02 and 08/26/02 – 12/31/02)
Patricia Smith, Labor Relations Assistant (05/06/02 – 10/25/02)
Jennifer Berstler, Confidential Secretary (01/28/02 – 08/04/02)
Jennifer Berstler, Administrative Assistant (08/05/02)

Bureau of Financial Management

Robert F. Kroboth, Director (11/08/82)
Sherry G. Scott, Deputy Director (10/03/88 – 04/19/02)

Office of Accounting

William P. Leinberger, Accounting Manager (02/01/99)
Judith M. Bowman, Fiscal Technician II (04/18/79)
Nancy V. Hoffman, Auditor II (09/22/71)
G. Dennis Proctor, Auditor (06/01/78)
Shanti R. Shah, Fiscal Officer II (02/27/85)

Office of Budget & Analysis

Ginger S. Miller, Budget Manager (06/15/98)
Yolanda M. Jones, Budget/Management Analyst I (06/03/02)

Office of Purchasing

Mattea D. Fera, Purchasing Manager (10/24/77)
Slava Kerry, Fiscal Technician II (07/29/85)

Office of Insurance and Risk Management

Jeffery McNary, Risk Manager (09/28/98)
John F. Downs, Loss Control Officer 10/10/89)
Joni R. Willingham, Administrative Assistant (08/24/87)

Bureau of Data Processing

Robert L. Morrison, Deputy Business Administrator (05/05/80)
Steven L. Zimmerman, Deputy Director/Systems Programmer (01/22/79)
Paul C. Anderson, Lead Programmer (11/04/81)
Thomas C. Bolton, Administrator/Systems Programmer (02/16/81)
Carla DiNatale, LAN Services Officer (01/19/99)
Joanne Ebersole, Lead Programmer (01/17/83)
Jeffrey B. Edwards, Systems Programmer Trainee (11/16/92)
Larry L. Eikenberry, IBM Mainframe Computer Programmer (07/29/02)
James Furjanic, Computer Programmer III (05/13/96)
Joyce Hamburg, Computer Programmer (08/12/02)
Cindy Hamilton, Network Administrator (08/27/01)
Gail Hendricks, Deputy LAN Administrator (09/25/00)
Nancy Knowlton, LAN Services Officer (07/02/01)
Nancy Kuhn, Secretary II (06/02/80)
Michael M. Miller, Computer Operator II (06/15/92)
Joyce C. Ray, Computer Programmer/Operator III (12/07/98)
Timothy W. Stone, Webmaster (04/01/02)
John Watson, Clerk II (10/26/81)
Dorothy L. Young, Computer Programmer/Operator III 0(6/15/98)

Bureau of Human Resources

Vincent J. Burns, Director (08/14/95)
Corissa Grothe, Confidential Secretary (07/30/01)

Human Resources Division

Dieu-Thanh T. Bang, Personnel Assistant (01/22/90)
Deborah A. Felker, Personnel Officer (05/19/80)

Payroll Division

Darlene Long, Payroll Manager (01/07/97)
Melvin A. McCraw, Sr., Payroll Technician, IV (11/29/76)

Bureau of Operations and Revenue

Linda Lingle, Deputy Business Administrator(09/25/89 – 08/04/02)
Tom Asman, Director, Bureau of Operations & Revenue (08/05/02)
Michael Brownsweiger, Paralegal (06/11/90)
Peggy Coy, Secretary (11/07/88)
Sue Grant, Administrative Assistant (07/21/86)

Central Support Services Unit

Tom Asman, Deputy Director for Operations (01/01/02 – 08/04/02)
Mary Cato, Reproduction Technician (02/10/75)
Florentina Gentry, Receptionist (07/21/70)
Robin Grannison, Central Support Assistant (07/20/87)
Winifred Miller, Reproduction Technician II (05/09/77)
Jeanne Soisson Ridge, Bureau of Police (07/07/00)
Stuart Veinotte, Archivist (5/14/01)

Mercantile Tax Unit

Steven Ketterer, Tax and Enforcement Administrator (02/25/80)
Michael Hughes, Deputy Tax and Enforcement Administrator (10/21/96)
Heather Hardie, Paralegal (07/16/01)
Michelle Kennedy, Administrative Assistant (01/01/02 – 05/15/02)
Brenda Reidell, Clerk (07/08/91)
Melissa Twigg, Administrative Assistant (09/09/02)

Credit Collection Unit

Bradley Yingst, Delinquent Accounts Supervisor (01/01/02 – 08/04/04)
Bradley Yingst, Manager of Collections (08/05/02)
Jay Browning, Customer Service Representative/Account Specialist (02/14/00 – 03/31/02)
Joanne Fetterhoff, Asset Specialist (01/01/02 – 07/12/02)
Catherine Fletcher, Customer Service Representative/Account Specialist (07/02/93)
Ellis Fulton, Paralegal (04/15/92)
Terry Heiney, Posting Specialist (03/11/02)
Jackie Hugney, Customer Service Representative (03/25/96)
Joanne Lewis, Secretary (11/16/81)
Linda Modica, Customer Service Representative/Account Specialist (09/08/97)
Barbara Morgan, Customer Service Representative/Account Specialist (03/03/86)
Tammy Shunnara, Customer Service Representative/Account Specialist (06/02/97)
Shauna Wallig, Customer Service Representative/Account Specialist (05/20/02)
Wanda Wright, Customer Service Representative/Account Specialist (07/02/79)

Billing and Quality Assurance Unit

Tonia Baum, Billing Supervisor (01/01/02 – 08/04/02)
Tonia Baum, Manager of Billing Services and Quality Assurance (08/05/02)
Rosemarie Conrad, Clerk (05/25/98)
Yvette Sanchez, Customer Service Representative (09/09/02)
Shauna Wallig, Customer Service Representative (01/01/02 – 05/19/02)
Earline Wise, Clerk (08/06/79)

EXPENDITURE ANALYSIS SUMMARY

2002 BUDGET

	1999 Actual	2000 Actual	2001 Actual	2002 Approved Budget	2002 Projected
DEPARTMENT OF ADMINISTRATION					
<u>0110 OFFICE OF THE DIRECTOR</u>					
Personnel Services	165,446	161,755	178,547	186,175	189,920
Operating Expenses	3,202	5,698	4,613	5,365	2,866
Capital Outlay	0	0	0	0	0
TOTALS	168,648	167,453	183,160	191,540	192,786
<u>0111 INSURANCE & RISK MANAGEMENT</u>					
Personnel Services	189,147	158,578	164,940	168,001	168,976
Operating Expenses	14,080	22,000	63,925	39,485	43,069
Capital Outlay	9,129	538	0	0	0
TOTALS	212,356	181,116	228,865	207,486	212,045
<u>0112 BUREAU OF FINANCIAL MANAGEMENT</u>					
Personnel Services	567,037	566,908	548,037	574,958	516,881
Operating Expenses	128,254	105,077	127,278	146,050	152,815
Capital Outlay	0	930	0	0	1,505
TOTALS	695,291	672,915	675,315	721,008	671,201
<u>0116 BUREAU OF DATA PROCESSING</u>					
Personnel Services	887,428	893,049	891,359	1,181,592	1,023,047
Operating Expenses	128,979	104,561	177,861	183,025	211,911
Capital Outlay	(2,410)	29,433	27,940	0	876,870
TOTALS	1,013,997	1,027,043	1,097,160	1,364,617	2,111,828

EXPENDITURE ANALYSIS SUMMARY

2002 BUDGET (continued)

	1999 Actual	2000 Actual	2001 Actual	2002 Approved Budget	2002 Projected
DEPARTMENT OF ADMINISTRATION					
<u>0117 BUREAU OF HUMAN RESOURCES</u>					
Personnel Services	281,473	291,956	302,577	317,424	312,230
Operating Expenses	64,459	73,048	70,232	76,679	62,614
Capital Outlay	<u>0</u>	<u>5,650</u>	<u>2,594</u>	<u>0</u>	<u>0</u>
TOTALS	345,932	370,654	375,403	394,103	374,844
<u>0121-0128 BUREAU OF OPERATIONS & REVENUE</u>					
Personnel Services	1,096,478	1,305,894	1,381,467	1,528,286	1,397,248
Operating Expenses	320,884	372,387	409,762	396,234	374,665
Capital Outlay	<u>3,585</u>	<u>10,261</u>	<u>16,034</u>	<u>13,248</u>	<u>97,795</u>
TOTALS	1,420,947	1,688,542	1,807,263	1,937,768	1,869,708
TOTAL DEPARTMENT OF ADMINISTRATION					
Personnel Services	3,187,009	3,378,138	3,466,926	3,956,436	3,608,302
Operating Expenses	659,858	685,050	853,671	846,838	847,940
Capital Outlay	<u>10,304</u>	<u>46,812</u>	<u>46,568</u>	<u>13,248</u>	<u>976,170</u>
TOTAL EXPENDITURES	<u><u>3,857,171</u></u>	<u><u>4,110,000</u></u>	<u><u>4,367,165</u></u>	<u><u>4,816,522</u></u>	<u><u>5,432,412</u></u>

POSITION ANALYSIS SUMMARY

2002 BUDGET

	1999 Actual	2000 Actual	2001 Actual	2002 Approved Budget	2002 Projected
ADMINISTRATION					
Office of Director	3.00	3.00	3.00	3.00	3.00
Insurance & Risk Management	4.00	3.00	3.00	3.00	3.00
Financial Management	12.00	12.00	12.00	11.00	12.00
Data Processing	15.60	15.60	17.60	20.60	20.60
Human Resources	6.00	6.00	6.00	6.00	6.00
Operations & Revenue	31.00	33.00	34.00	34.00	34.00
TOTAL POSITIONS	71.60	72.60	75.60	77.60	78.60

In 2000, a Customer Service Representative/Account Specialist I was added to the Bureau of Operations and Revenue and the Benefits Coordinator was transferred from the Office of Insurance and Risk Management to the Bureau of Operations and Revenue.

In 2001, two LAN Services Officers were added to the Bureau of Data Processing and a Labor Relations Assistant was added to the Bureau of Operations and Revenue.

The 2002 Approved Budget provided funding for four new positions: a Webmaster, two part-time Programmer Support positions, and a Systems Programmer, all within the Bureau of Data Processing. A vacant Purchasing Manager position was eliminated in the Bureau of Financial Management, as well as a vacant Administrative Assistant position in the Bureau of Data Processing.